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<b>13. ABSTRACT (Maximum 200 Words)</b>  This Directive, under Chapters 23, 33, 41, and 71 of title 5, United States Code, establishes policy and assigns responsibilities for a program of civilian leader training, education, and development in the Department of Defense; implements recommendations of the Commission on Roles and Missions of the Armed Forces; establishes a DoD-wide framework for developing future civilian leaders with a DoD-wide capability in an environment that nurtures a shared understanding and sense of mission among civilian employees and military personnel; and enables each civilian leader to assume broader responsibility in an increasingly complex environment, expands his or her substantive knowledge of the Department's national security mission, and strengthens communication and trust among senior military and civilian leaders.					
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# Department of Defense **DIRECTIVE**

April 11, 1997  
NUMBER 1430.16

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ASD(FMP)

SUBJECT: Defense Leadership and Management Program (DLAMP)

References: (a) Chapters 23, 33, 41, and 71 of title 5, United States Code  
(b) Chapter 83 and Section 1614 of title 10, United States Code  
(c) Section 663 of title 10, United States Code  
(d) Section 401 et seq. of title 50, United States Code

## A. PURPOSE

This Directive, under reference (a):

1. Establishes policy and assigns responsibilities for a program of civilian leader training, education, and development in the Department of Defense.
2. Implements recommendations of the Commission on Roles and Missions of the Armed Forces.
3. Establishes a DoD-wide framework for developing future civilian leaders with a DoD-wide capability in an environment that nurtures a shared understanding and sense of mission among civilian employees and military personnel.
4. Enables each civilian leader to assume broader responsibility in an increasingly complex environment; expands his or her substantive knowledge of the Department's national security mission; and strengthens communication and trust among senior military and civilian leaders.

## B. APPLICABILITY AND SCOPE

This Directive applies to:

1. The Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Inspector General of the Department of Defense, the Uniformed Services University of the Health Sciences, the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components").
2. The Department of Defense Civilian Intelligence Personnel System (DCIPS), established by Chapter 83 of reference (b), only to the extent permitted by law and applicable regulations.

### C. POLICY

It is DoD policy that:

1. There will be a Department-wide civilian leader and management training, education, and development program to ensure the availability of a systematic program of "joint" civilian leader training, education, development, and rotation within and across the DoD Components. Hereafter designated DLAMP, this program shall complement and expand on DoD Component civilian leader development programs to prepare, certify, and continuously educate and challenge a highly capable, diverse, and mobile cadre of senior civilian managers and executives.

2. The DLAMP shall include incrementally increased participation in professional military education programs. Successful completion of DLAMP shall result in enhanced responsibility for the participant in the same or a different position.

### D. RESPONSIBILITIES

1. The Assistant Secretary of Defense for Force Management Policy, under the Under Secretary of Defense for Personnel and Readiness, shall exercise overall responsibility for policies, criteria, requirements, and standards governing this program and shall:

a. Establish and chair the Defense Leadership and Management Council that shall include the Under Secretary of Defense for Acquisition and Technology (USD(A&T)), the Under Secretary of Defense for Policy (USD(P)), the Under Secretary of Defense (Comptroller/Chief Financial Officer) (USD(C/CFO)), the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD(C3I)), the Department of Defense General Counsel, the Assistant Secretaries of the Military Departments having oversight of civilian personnel policy, the Director of the Joint Staff, and the Director of Administration and Management, OSD. Principals may designate officials at the Senior Executive Service (SES) or General or Flag Officer level to represent them. The Council shall:

(1) Establish guidelines for the overall management of the program.

(2) Recommend DLAMP resource levels and oversee the effective use of these resources based on continuous assessment of funding requirements.

(3) Ensure appropriate coordination with employee organizations.

(4) Approve the core curriculum of civilian leadership education developed by the National Defense University and the Office of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (ODASD(CPP)) in consultation with the DoD Components.

(5) Assess the degree to which DLAMP and Component- and occupation-specific programs are mutually complementary.

(6) Develop and oversee the implementation of a process for selecting participants nominated by the DoD Components for the DLAMP. The process will include recommendations from a subpanel of career executives from the DoD Components.

(7) Propose adequate and reasonable civilian participation in professional military education through the Assistant Secretary of Defense for Force Management Policy (ASD(FMP)) for input to the Military Education Coordination Conference.

(8) Establish through the Deputy Assistant Secretary of Defense for Civilian Personnel Policy an Executive Secretariat to provide substantive and administrative support as determined by the Council.

b. Establish procedures for, and exercise management of, the day-to-day operations of DLAMP.

c. Program and budget adequate funds and personnel resources to support all aspects of the DLAMP to include curriculum development, training costs, and costs to backfill positions of DLAMP participants who are assigned to other duties.

d. Ensure that sufficient full-time equivalent authorizations are allocated within the Department to ensure the capability to backfill a DLAMP participant's position during rotational assignments in the program.

2. The Chairman of the Joint Chiefs of Staff shall ensure that the National Defense University works with the Office of the Assistant Secretary of Defense for Force Management Policy to develop and maintain a core DLAMP curriculum approved by the Defense Leadership and Management Council.

3. The Under Secretary of Defense (Comptroller/Chief Financial Officer) shall establish a central budget line item to support the DLAMP resource levels budgeted by the ASD(FMP).

4. The Assistant Secretary of Defense for Command, Control, Communications and Intelligence shall establish and oversee DLAMP within the DCIPS, in consultation with the ASD(FMP), in accordance with 10 U.S.C. 663 (reference (c)), due to the unique relationship between the intelligence components of the Department of Defense as defined in 10 U.S.C. 1614 (reference (b)) and the components of the Intelligence Community outside of the Department of Defense under 50 U.S.C. 401 et seq. (reference (d)).

5. The Heads of the DoD Components (excluding the intelligence components of the Department of Defense) shall:

a. Identify DLAMP leadership positions based on the criteria in enclosure 1.

b. Establish Component boards to nominate employees for the DLAMP, to certify program completion, and to select participants and graduates for positions.

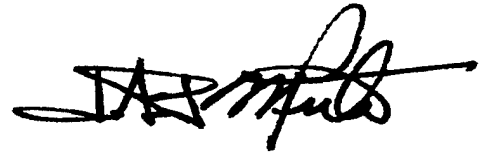
c. Give priority consideration to qualified DLAMP participants and graduates when filling DLAMP positions, consistent with applicable statutes and regulations. Such priority consideration will not take precedence over other priority placements and considerations required by law or regulation.

d. Provide opportunities for the training, education, and development of employees who demonstrate potential for leadership positions and this program.

e. Evaluate DoD Component implementation and provide data requested by the DoD DLAMP Council.

E. EFFECTIVE DATE

This Directive is effective immediately.

A handwritten signature in black ink, appearing to read 'J. P. White', with a long horizontal stroke extending to the right.

John P. White  
Deputy Secretary of Defense

Enclosure  
DLAMP

## DLAMP

A. OVERVIEW. The DLAMP is an integrated program of Component-managed employees prepared for and assigned to designated civilian leadership positions in grades GS-14 and above. The DLAMP involves position identification, candidate selection, development, certification, assignment, orientation, and continuous education and evaluation. To develop civilians appropriately for these positions, DLAMP incorporates four elements:

1. A mandatory rotational assignment of at least 12 months;
2. A minimum of three months of professional military education with an emphasis on national security decision-making;
3. A minimum of ten graduate-level courses to develop familiarity with the range of subjects and issues facing defense leaders; and
4. Component- and occupation-specific developmental courses.

## B. DLAMP POSITIONS

1. The DoD Components shall identify and periodically review leadership positions that require a Departmentwide perspective; that have responsibility for people, policy, programs, and other resources of broad significance; or that dedicate a preponderance of duties to supporting joint warfighting capability. These positions shall be at grade GS-14 (including positions occupied by personnel at GM-14) and above. These positions shall not include those in a bargaining unit under Chapter 71 of 5 U.S.C. (reference (a)) nor shall the positions be those of a narrowly technical nature. The positions identified shall not exceed ten percent of the Department's aggregate positions at and above the GS-14 level (including positions occupied by personnel at and above GM-14). The USD(A&T), the USD(P), the Under Secretary of Defense for Personnel and Readiness, the USD(C/CFO), and the ASD(C3I) shall coordinate on the identification of all proposed DLAMP positions in their area of functional responsibility.

2. Designation of a DLAMP position shall not prevent an incumbent from occupying said position even though that individual may not have participated in the DLAMP. However, once a DLAMP position becomes vacant, priority consideration shall be given to members or graduates of the DLAMP, consistent with applicable statutes and regulations. Such priority consideration will not take precedence over other priority placements and considerations required by law or regulation.

## C. PARTICIPANT SELECTION

1. The DoD Components shall ensure appropriate leadership training, education, and developmental opportunities for employees who demonstrate potential for leadership positions and this program.

2. The DoD Components shall nominate GS/GM-14-15 employees, as well as high-potential GS-12 and GS/GM-13 employees, for the DLAMP. The DLAMP Council shall select DLAMP participants from Component nominees. The number of participants shall provide a pool from which to make selections to meet projected hiring needs. The Council shall consider recommendations of a subpanel of career executives in selecting participants. Special efforts shall be made to select a sufficient number of Component-nominated employees to fill each Component's projected requirements.

3. Organizational and occupational mobility shall be a condition of selection, development, and initial placement into DLAMP positions; geographic mobility shall be strongly encouraged and may be mandated by the DoD Components.

4. The position description for DLAMP positions shall include standard leadership competencies developed for the DLAMP.

#### D. DEVELOPMENT

1. The ODASD(CPP) and the National Defense University shall develop the core curriculum of this program in consultation with the DoD Components. The curriculum shall be based on managerial and DoD-specific leadership competencies and U.S. Office of Personnel Management executive core qualifications. The DLAMP developmental program, whether delivered by OSD or the DoD Components, shall be consistent with this core curriculum.

2. DLAMP developmental programs shall include at least one rotational assignment providing substantial breadth of experience.

3. The DoD Components shall maintain a centralized pool for developmental billets and additional resources necessary to support such assignments.

4. Participants shall be supported by a formal program of mentoring.

5. Consistent with applicable statutes and regulations, participants shall have preferential access to long-term training and education programs that contribute to DLAMP objectives.

6. DoD Component DLAMP boards or the DLAMP Council may waive candidate developmental requirements where previous training, education, or experience meets these standards.

E. CERTIFICATION. Participants shall be evaluated annually and continued or disenrolled, as appropriate, according to criteria developed by the DLAMP Council. DoD Component boards shall certify that candidates have completed the DLAMP developmental program. The DLAMP Executive Secretariat shall maintain records of participation and completion.

#### F. ASSIGNMENT

1. The DoD Components shall determine the assignment of DLAMP participants into DLAMP positions. Consistent with applicable statutes and regulations, DLAMP participants shall be the primary source for filling these DLAMP positions. Additional applicants may be considered only when they meet all selection criteria for DLAMP positions.

2. Mobility may involve organizational, functional, or geographic movement and should balance organizational requirements and individual preferences. Mobility may not be used for disciplinary reasons.

#### G. ORIENTATION, CONTINUOUS EDUCATION, AND EVALUATION

1. Personnel assigned to SES DLAMP positions shall be enrolled in a course or program designed to prepare new senior executives to work with senior military and other senior civilian officials of the Department, before or within one year of occupying said positions.

2. Personnel in DLAMP positions in grades GS-14 and 15 shall meet annual continuing education requirements and shall be recertified periodically, according to criteria developed by the DLAMP Council.